The Global Operations Conference brings together industry and academia leaders to share best practices, debate current issues, and advance the worldwide practice of operations.

The world of operations is constantly evolving and companies are increasingly focused on digitizing their business to compete in today’s world. Technology is driving advancements in operations, offering new opportunities to redefine business models, engage customers, capture efficiencies, and make data-driven business decisions.

This year, the Tauber Institute seeks to explore the ever-changing world of operations through the conference theme: Operations in a Digital Age. We are excited to hear from leading industries on the topics of Digitizing Operations, Power of IoT, Sustainability, and Big Data.

Corinne Beemer  
GOC Co-Chair

Jeff Eyler  
GOC Co-Chair
All events take place at the Ross School of Business.

### Thursday, November 8th

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>10:00 am - 4:00 pm</td>
<td>PwC and Strategy&amp; Case Competition Finals</td>
<td>Various Rooms</td>
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<tr>
<td></td>
<td>Student and Company Coffee Chats</td>
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<tr>
<td>4:00 - 5:45 pm</td>
<td>Alumni Happy Hour</td>
<td>Pizza House</td>
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<tr>
<td>6:00 - 7:00 pm</td>
<td>Welcome Reception</td>
<td>Ross Colloquium</td>
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<tr>
<td>7:00 - 7:15 pm</td>
<td>Opening Remarks by Joel Tauber and Dr. Alec D. Gallimore, Robert J. Vlasic Dean of Engineering</td>
<td>Ross Colloquium</td>
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<tr>
<td>7:15 pm</td>
<td>Dinner</td>
<td>Ross Colloquium</td>
</tr>
<tr>
<td>7:30 - 7:45 pm</td>
<td>Case Competition Winner Announcement</td>
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</tbody>
</table>
| 7:45 - 8:45 pm    | **Keynote Address**: The Digital Imperative and the New Age Operating Model  
|                   | Toby Brzoznowski, Co-Founder and Chief Strategy Officer of LLamasoft  |                |
| 8:45 - 9:00 pm    | Close                                                                  |                |

### Friday, November 9th

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>8:00 - 8:45 am</td>
<td>Networking Breakfast</td>
<td>Ross Colloquium</td>
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<tr>
<td>8:45 - 8:55 am</td>
<td>Introductory Remarks</td>
<td></td>
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</table>
| 9:00 - 9:45 am    | **Keynote Address**: Digital Transformation Journey  
|                   | Mary Ellen Smith, Corporate Vice President, Microsoft                 | Ross Colloquium|
| 9:55 - 10:55 am   | **Panel 1: Digitizing Operations: From Manufacturing to Services**     | R1210          |
|                   | **Panel 2: Unlocking the Power of IOT**                                | R1220          |
| 11:05 am - 12:00 pm| **Panel 3: Sustainability in the Digital Age**                        | R1210          |
|                   | **Panel 4: Decision-Making in a Big Data World**                      | R1220          |
| 12:15 - 1:15 pm   | **Lunch & Keynote Address**: Where is Operations Headed over the Next 25 Years?  
|                   | Russell Hensley, Partner, McKinsey Detroit                             | Ross Colloquium|
| 1:15 - 1:30 pm    | Closing Remarks                                                        |                |
| 1:30 - 4:00 pm    | Student and Company Coffee Chats                                       | Various Rooms  |
Toby Brzoznowski

Thursday Evening

Toby is the co-founder and Chief Strategy Officer of LLamasoft. Over the last decade, he has helped bring supply chain design into the corporate mainstream as a key business process and competitive weapon and has positioned LLamasoft as the leading global supply chain design technology provider. Toby is a frequent presenter and panelist at supply chain and logistics leadership forums, has been named a ‘Pro to Know’ and has authored dozens of articles on the growing importance of supply chain design as a key competitive weapon. Toby has over 20 years of experience in building and growing technology businesses, primarily focused on process improvement and analytics. His expertise has been used to launch new technologies into mainstream use at global Fortune 500 businesses. He is a graduate of the University of Michigan.

Mary Ellen Smith

Friday Morning

Mary Ellen Smith is Corporate Vice President of Microsoft Business Operations where she leads digital transformation operational strategy, planning and execution for end-to-end global operations and launch services supporting the breadth of Microsoft products, services, and programs worldwide. She also leads transactional management including order-to-cash capabilities supporting both physical and digital supply chain solutions for more than $110B of Microsoft’s revenue annually. Her team is known as a center of excellence for launch, transactional management, risk and protection services, compliance, and incubating operations for new business models and go-to-market motions. She leads a global organization of 1,100+ Microsoft professionals and 5,000 external contract providers. Under her leadership, Microsoft’s regional operating centers have been consistently recognized as the Best Place to Work in each of their respective locations.

Smith is a dedicated advocate for advancing accessibility and inclusion in the workplace. She serves as Executive Sponsor of multiple Microsoft Employee Resource Groups committed to diversity and inclusion and was a core member of the team that launched Microsoft’s Autism Hiring Program. In 2015, Smith was honored to represent Microsoft’s inclusive hiring practices as a speaker at the United Nations. Mary Ellen Smith holds certifications from Stanford University’s Graduate School of Business. She received her bachelor’s of science degree from Bowling Green State University and master’s degree in business administration from Wright State University.
Russell Hensley is a Partner in McKinsey’s Detroit Office and a leader in McKinsey’s Global Automotive and Assembly Practice. He co-leads the McKinsey Center for Future Mobility and specific global initiatives on sustainable mobility, driving thought leadership and client service on both vehicle electrification and shared mobility. Mr. Hensley joined McKinsey in 2003, and has focused the past 15 years on both strategic and operational transformations with a number of global automotive, mobility and related industry players. Prior to McKinsey, he led Vehicle Engineering Operations in North America for Ricardo Consulting Engineers and the Motor Industry Research Association. He has a Bachelor of Engineering, with Honors, in Mechanical Engineering from Leeds University, England, and a Masters in Business Administration, with Distinction, from The University of Michigan. He serves on the Industry Advisory Board (IAB) for the Tauber Institute providing industry leadership, cooperation, feedback. Russell lives in Northville, Michigan and, during his spare time, enjoys restoring and riding British motorcycles from the 1940s and 1950s.
PANEL 1

9:55 - 10:55 am • R1210

Digitizing Operations: From Manufacturing to Services

Discussion on how companies are using multiple levers to digitize business operations across both manufacturing and service oriented industries. Application examples include: Intelligent Process Automation, Machine Learning, and IoT.

PANEL MEMBERS:

Fred Mauermann, Global Lean Manufacturing (General Electric)

Jeff Tazelaar, Director, Digital Fulfillment Center (The Dow Chemical Company)

Chuck Graham, GM of Cloud Sourcing and Supply Chain (Microsoft)

MODERATOR

M.S. Krishnan
Associate Dean for Executive Programs
Accenture Professor of Computer Information Systems
Professor of Technology & Operations
Ross School of Business

Jeff Rooks, Director, Enterprise Improvement (AlixPartners)

Ed Petkus, VP of Engineering for Airplane Programs (Boeing)
PANEL 2

9:55 - 10:55 am • R1220

Unlocking the Power of IoT

Discussion on how companies are approaching IoT as a means to improve their business operations, including: factory operations, planning and inventory, and supply network and logistics.

PANEL MEMBERS:

Steve Jones, Technical Material and Process Consultant (Steelcase)

Danny Davis, Partner (American Industrial Partners)

Simon Jones, CEO (MainSheet OP)

David Bromwich, Director of Operations (Motivate International Inc.)

MODERATOR

Brian Talbot
Professor Emeritus of Business Administration
Professor Emeritus of Operations and Management Science
Ross School of Business
PANEL 3

11:05 - 12:00 pm • R1210

Sustainability in the Digital Age

Discussion on how companies are using digital tools to drive improved sustainability across their supply chain.

PANEL MEMBERS:

Oliver Campbell, Director of Procurement and Packaging Engineering (Dell)

Josh Mellinger, Senior Engagement Manager (Deloitte)

Piyush Bajpai, Site Leader (Amazon)

MODERATOR

Peter A. Adriaens
Professor of Civil and Environmental Engineering, College of Engineering
Professor of Entrepreneurship, Ross School of Business
Professor of Natural Resources and Environment, School of Environment and Sustainability
PANEL 4

11:05 - 12:00 pm • R1220

Decision-Making in a Big Data World

Discussion on how companies are using advances in technology to drive greater business insight and operational improvements through data and analytics.

PANEL MEMBERS:

Andy Miller, Finance Director, One Commercial Partner (Microsoft)

Kaushik Archaya, Senior Operations Manager (Amazon)

Shashank Chiraneewala, VP of Strategy (NITS Solutions)

Sudesh Kent, Global Manufacturing Services (General Motors)

MODERATOR

Hyun-Soo Ahn
Jack D. Sparks-Whirlpool Corporation, Research Professor of Business Administration
Professor of Technology and Operations, Ross School of Business
Committee Chairs:

<table>
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<tr>
<th>Committee</th>
<th>Chairs</th>
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</table>
| Sponsorship                      | Kelsey Wyatt-Mair  
|                                  |    Austin Friedant                          |
| Speakers and Panelists           | Mary Grace Pelligrini  
|                                  |    Tom Walkinshaw                           |
| Case Competition                 | Colin McNally  
|                                  |    Abhishek Gowrishanker                    |
| Marketing                        | Matthew Hildner  
|                                  |    Erica Kirshensteyn                      |
| Logistics and Internal Planning  | Makura Compton  
|                                  |    Christopher Hudson                      |
| Corporate Recruiting             | Jenna Locricchio  
|                                  |    Steven Oranges                          |
| Alumni Relations                 | Mark Hardin  
|                                  |    Megan Liu                               |
| Technology                       | Reed Hostrander                            |
| Finance                          | Mark Spencer                               |
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General Electric Company

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NIKE, Inc. does more than outfit the world’s best athletes. It is a place to explore potential, obliterate boundaries and push out the edges of what can be. The company looks for people who can grow, think, dream and create. Its culture thrives by embracing diversity and rewarding imagination. The brand seeks achievers, leaders and visionaries.

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